



Training for the COE





OPERATIONAL ENVIRONMENT (OE)

A composite of the conditions, circumstances, and influences that affect the employment of military forces and bear on the decisions of the unit commander. (JP 1-02)



CONTEMPORARY OPERATIONAL ENVIRONMENT (COE)

**The OE that exists in the
world **today** and is expected
to exist in the **clearly
foreseeable future.****



THE CSA SPEAKS

"Today, our Nation is at war and we are a critical part of the joint team—an Army at war. This is **not a new war**. Our enemies have been waging it for some time, and it will continue for the **foreseeable future**. As the President has stated, **'This is a different kind of war against a different kind of enemy.'** It is a war we must win, a war for our very way of life.

“War is both a physical reality and a state of mind. War is **ambiguous, uncertain, and unfair**. When we are at war, we must **think and act differently**. We become more **flexible** and more **adaptable**. We must **anticipate** the ultimate reality check — **combat**. We must



THREE-BLOCK

"In ~~one moment in time~~ ^{WAR} service members will be feeding and clothing displaced refugees—providing humanitarian assistance. In the next moment, they will be holding two warring tribes apart—conducting peacekeeping operations. Finally, they will be fighting a highly lethal mid-intensity battle. All on the same day, all within three city blocks. It will be what we call the three-block war."





HOW OTHERS PERCEIVE THE U.S. AND THE WEST

“We made it clear to the world that we will not let America’s new world order work But the Americans are afraid of death. They are like little mice. If Russia can be destroyed, the United States can also be beheaded.”

Osama Bin Laden, Interview, 18 March 1997

“War has rules, but those rules are set by the West . . . if you use those rules, then weak countries have no chance We are a weak country, so do we need to fight according to your rules? No.”

Col Wang Xiangsui, Chinese Air Force, as quoted in the Washington Post, 9 Aug 1999



COE PREMISES

- **No peer competitor until 2020 or beyond.**
- **Nations will continue to field armed forces.**
 - **Their actions may cause US intervention.**
 - **Develop diplomatic and military plans to deal with US intervention.**
 - **Modernize armed forces within economic constraints.**
- **Non-state actors in any regional conflict.**



CRITICAL VARIABLES IN THE COE

Any OE, in the Real World or in the Training Environment, Can Be Defined in Terms of 11 Critical Variables:

- Physical environment.**
- Nature and stability of the state.**
- Sociological demographics.**
- Regional and global relationships.**
- Military capabilities.**
- Technology.**
- Information.**
- External organizations.**
- National will.**
- Time.**
- Economics.**

PHYSICAL ENVIRONMENT

- **Terrain and weather.**
- **Military forces are optimized for certain environments.**
- **Less complex and open environments favor the US.**
- **Enemies will try to use urban environments and other complex terrain to their advantage.**





NATURE AND STABILITY OF THE STATE

- **How strong or how shaky.**
- **Where the real strength is.**
- **Who is in charge.**
- **Nature and aims of military campaign.**
- **Kinds of threats present.**



NATURE AND STABILITY OF THE STATE

- **Regional power with strong government.**
- **Support by populace.**
- **Pockets of dissidence.**
- **Failing state—ungovernable.**
- **Other than legitimate government.**
- **Outside support.**



SOCIOLOGICAL DEMOGRAPHICS

- **Cultural, religious, ethnic.**
- **Extreme devotion to a cause.**
- **Sympathetic to enemy cause.**
- **Refugees and displaced persons.**
- **Urban environments (cities).**

REGIONAL AND GLOBAL RELATIONSHIPS

- **Alliances and coalitions.**
- **Political, economic, military, or cultural.**
- **Opponents can influence our coalitions.**
- **Add to military capability and broaden scale of military operations.**
- **Unpredictability.**
- **Nonaligned states.**



MILITARY CAPABILITIES

- The most critical and most complex factor.
- Interacts with other variables.
- Measured in relative terms.
- Conventional against local or regional actors.
- Adaptive (asymmetric) approaches against US.
 - US as major power (superpower).
 - US has overall technological advantage.
 - Others use this as a guide to optimizing their own capabilities and negating ours.

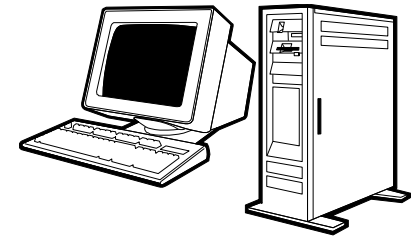


TECHNOLOGY

- **What nations and others can —**
 - **Develop and Produce.**
 - **Purchase and Import.**
- **Available on the global market.**
- **Eroding US technological advantage.**

INFORMATION

- **Information-based society and information technology.**
 - **Computers.**
 - **Other information systems.**
 - **Civilian and military sectors.**
- **Information warfare.**
 - **Computer warfare.**
 - **Information attack.**
 - **Psychological warfare.**
 - **Deception.**



INFORMATION (Cont)

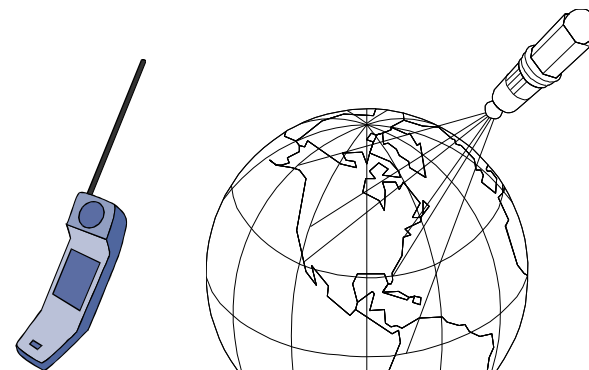
- **Media and global information flow.**

- **Transparency (access to data).**
- **Publicize US mistakes and failures.**
- **Sway public and political opinion.**



- **Situational awareness.**

- **Home field advantage.**
- **Commercial systems.**
- **Human networks.**



EXTERNAL ORGANIZATIONS

- **International humanitarian relief.**
 - **Manmade and natural disasters.**
 - **Disease, hunger, and poverty.**



- **International media.**
- **Transnational corporations.**



EXTERNAL ORGANIZATIONS (Cont)

- **Growing in influence and power.**
- **Willingness to become involved in crisis situations.**
- **Stated and hidden interests/objectives.**
 - **Favorable to US and provide assistance.**
 - **Adverse to US or create conflict.**
 - **Make mistakes.**



NATIONAL WILL

- **People, government, and military.**
- **Objectives and duration of a conflict.**
- **Victory often depends on will.**
- **Attack the opponent's national will and try to preserve your own.**
- **US national will as a vulnerability—a strategic center of gravity.**



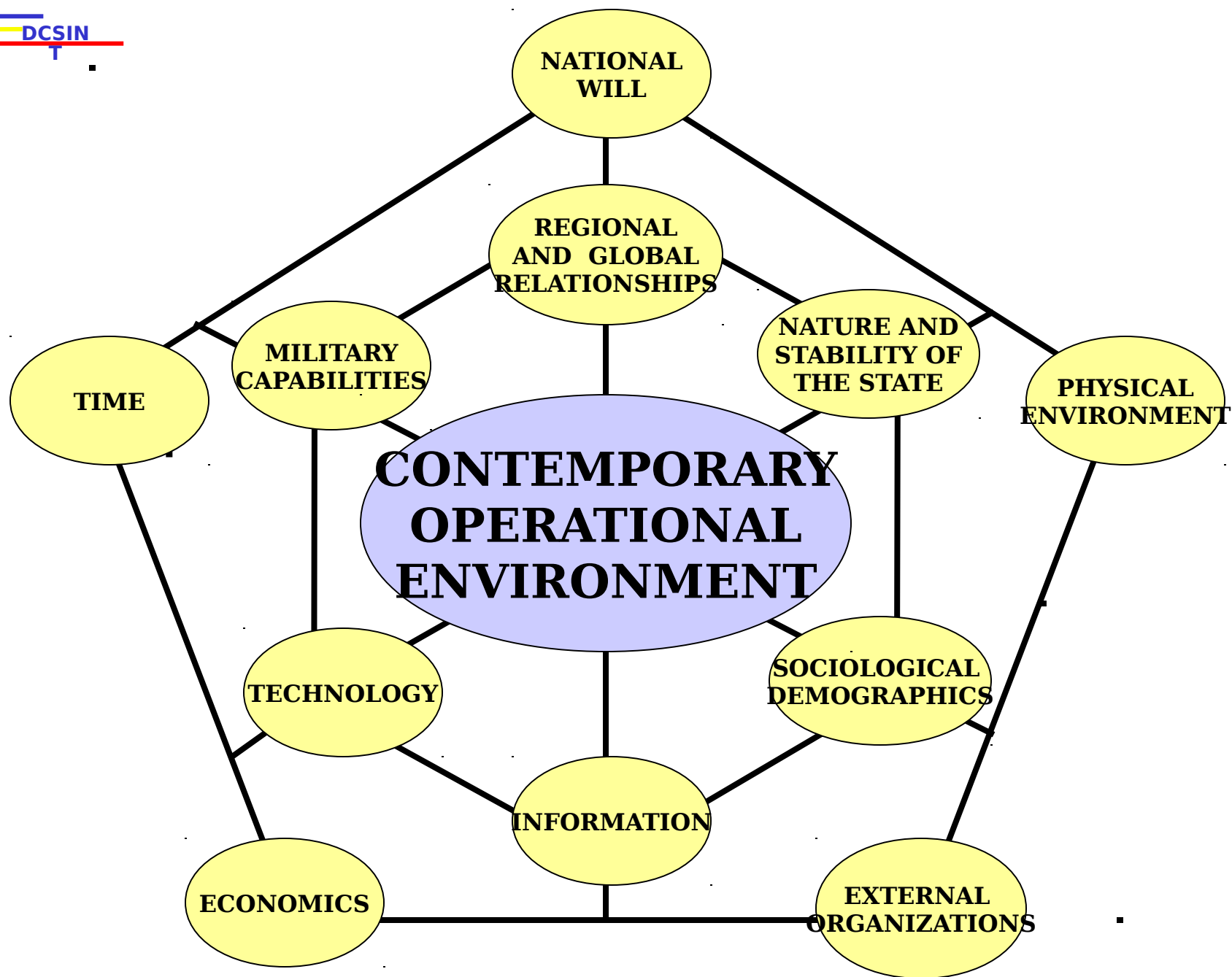
TIME

- **Time drives decision making and operations.**
- **Opponents see time as being in their advantage.**
 - **Adjust the nature of the conflict.**
 - **Prepare for adaptive operations.**
 - **Dictate the tempo.**
 - **Seize opportunities.**

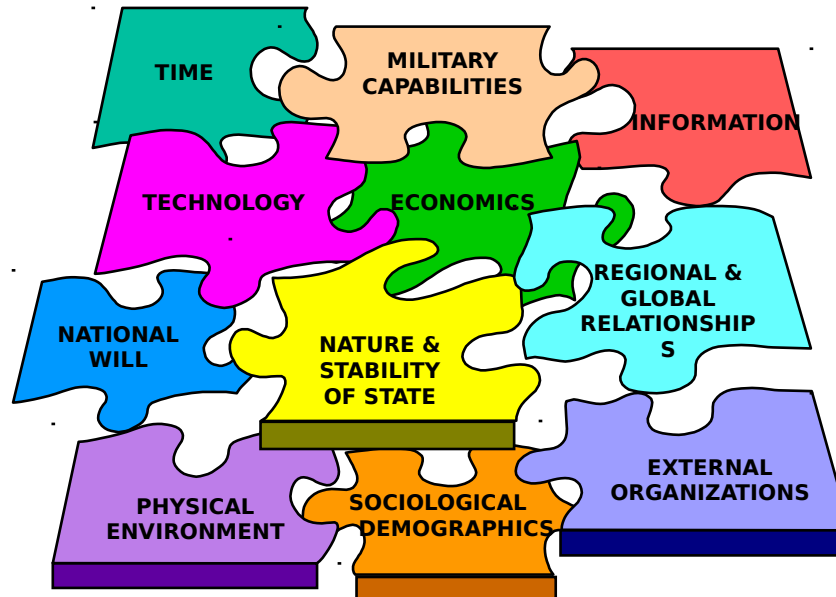


ECONOMICS

- **“Haves” and “have-nots.”**
- **Economic differences can cause conflicts.**
- **Economic vs military superiority.**
- **Ability to buy military technology or to conduct prolonged operations.**
- **Regional and global economic relationships can result in military or political assistance.**



CRITICAL VARIABLES IN THE COE



Any OE, in the Real World or in the Training Environment, Can Be Defined in Terms of 11 Critical Variables

COE PROVIDES A FRAMEWORK

- To understand and analyze the complex and ever-changing combination of conditions, circumstances, and influences that affect real-world military operations.
- To ensure that training environments represent the degree of unpredictability and complexity present in real-world OEs in a manner that sufficiently challenges the training audiences.



ACTORS

– Nation-states:

- Core
- Transition
- Rogue
- Failed or Failing

– Non-state actors:

- Rogue actors:

- Insurgent.
- Terrorist.
- Drug-trafficking.
- Criminal.

- Third-party actors:

- Humanitarian relief organizations.
- Refugees/IDPs.
- Media.
- Transnational corporations
- Other civilians on the battlefield.





ENEMY

The individual, group of individuals (organized or not organized), **paramilitary or military** force, national entity, or national alliance that is **in opposition** to the United States, its allies, or multinational partners. (FM 101-3-1) **An adversary or opponent.**



THREAT

(Potential Adversary)

Any specific foreign nation or organization with intentions and military capabilities that suggest it could become an adversary or challenge the national security interests of the United States or its allies.

(AR 350-2, Opposing Force Program)



COLD WAR OPFOR

Opposing Force (OPFOR)

An organized force created by and from U.S. army units to portray a unit of a **potential adversary armed force.**

AR 350-2 (1976)



HOW THE WORLD HAS EVOLVED

Cold War Army

- ✓ Mission Focused on Soviet-Bloc Threat:
 - Soviet Union
 - Warsaw Pact
 - North Korea
 - Cuba
- ✓ Forward-Deployed Forces Overseas
- ✓ But We Fought Elsewhere

Today's Army

- ✓ Many Possible Threats
- ✓ CONUS-Based Forces
- ✓ Capability to Move Our Forces
- ✓ Broad Range of Missions Worldwide
- ✓ Mobile and Lethal Forces

The Army of 2020 and Beyond

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Iraq

Bosnia

Afghanistan

Haiti

Kosovo

Desert Storm

Panama

Somalia



FY 04 TRADOC COMMAND TRAINING GUIDANCE

“FY 03 saw us making significant strides in divesting ourselves of Cold War tactics, techniques, and procedures (TTP) in our training and education and at our combat training centers (CTCs). In FY 04, we must complete that divestment and fully implement full-spectrum operations in the contemporary operational environment (COE) at our CTCs and in our classrooms.”

“Make this the year we unequivocally divest ourselves of Cold War doctrine, scenarios, threat, opposing force (OPFOR), and operational environment; and completely embrace the COE.”



OPPOSING FORCE (OPFOR)

What kind of OPFOR is needed to train for COE

- **Military and/or paramilitary forces.**
- **Nation-state and/or non-state.**
- **Challenging and non-cooperative sparring partner.**
- **Has strengths and weaknesses.**
- **Thinks and acts differently.**



CONTEMPORARY OPPOSING FORCE (OPFOR)

A **plausible, flexible** military and/or paramilitary force representing a **composite** of varying **capabilities** of actual worldwide forces, used in lieu of a specific threat force, for training and developing US forces.

OPFOR IN A BROADER SENSE

- **Military Forces**
- **Paramilitary Forces**
- **Other Instruments of Power**
 - **Diplomatic-Political**
 - **Informational**
 - **Economic**
- **Allied Forces**
- **Affiliated Forces**



STRATEGIC OPERATIONS

- **Universal Strategy for All Situations Against**

- **All Kinds of Opponents**
- **Potential Opponents**
- **Neutral Parties**

- **Target Enemy's Strategic Centers of Gravity**

- **Soldiers' and Leaders' Confidence**
- **Political and Diplomatic Decisions**
- **Public Opinion**
- **Interests of Private Institutions**
- **National Will**
- **Alliances and Coalitions**

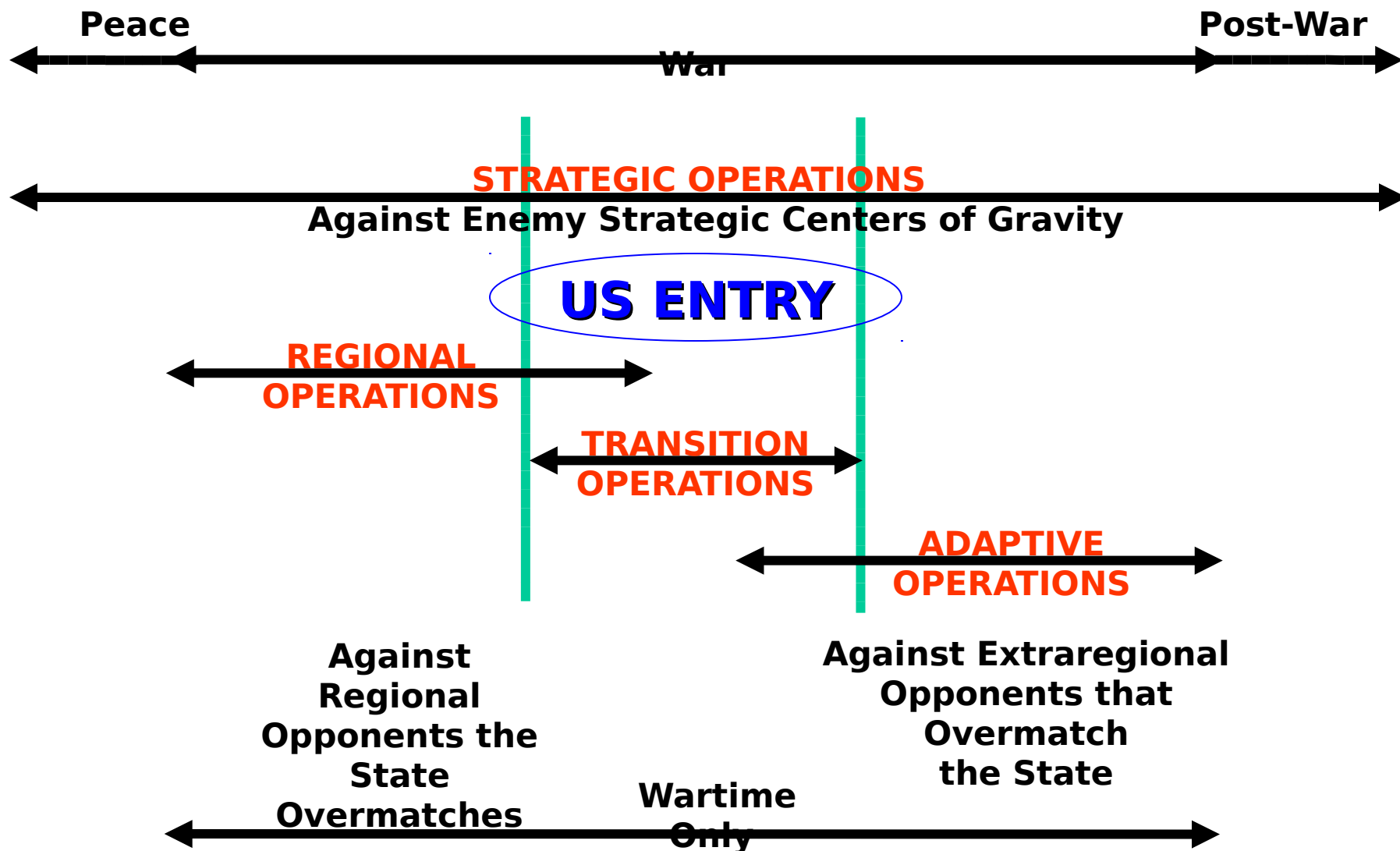


STRATEGIC OPERATIONS

- **All Means Available**
 - **Diplomatic Initiatives**
 - **Information Warfare**
 - **Economic Pressure**
 - **Terrorist Attacks**
 - **State-Sponsored Insurgency**
 - **Direct Action by SPF**
 - **Deep-Strike Precision Fires**
 - **WMD**
- **Place Noncombatants at Risk**
- **No Sanctuary**
- **Not Limited to Wartime**



STRATEGIC FRAMEWORK



FOREIGN VIEWS OF THE US

- Major power with overall technological advantage.
- Prefer standoff combat.
- Depend on high technology.
- Depend on information dominance.
- Conduct predictable military operations.



FOREIGN VIEWS OF THE US (Cont)

- **Unwilling to accept heavy losses.**
- **Sensitive to domestic and world opinion.**
- **Lack of commitment over time.**
- **Lack of cultural awareness.**



FOREIGN VIEWS OF THE US

(Cont)

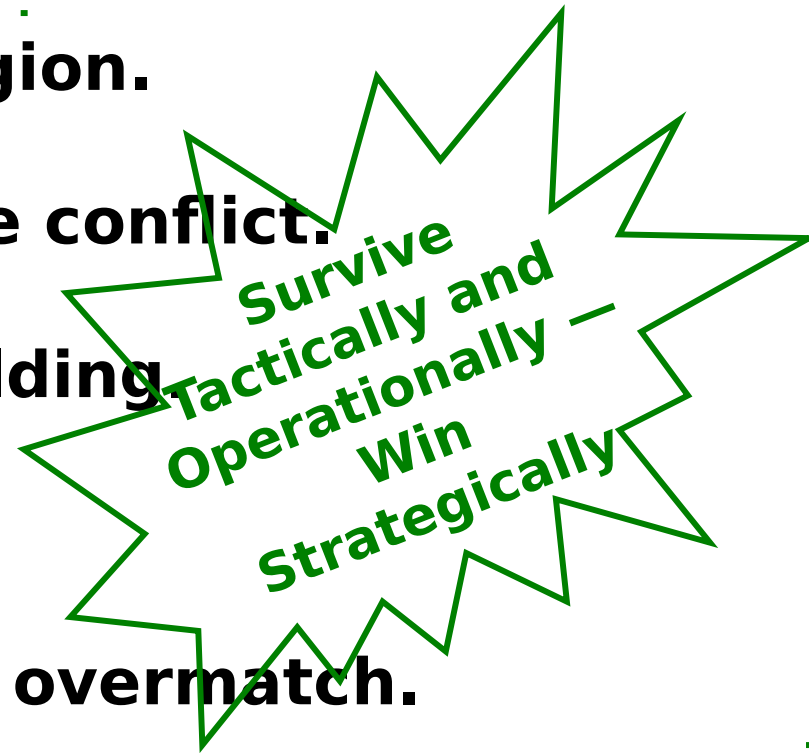
- **Vulnerability of coalitions.**
- **Vulnerability of force projection.**
- **Depend on robust logistics.**
- **Rely on contractor support.**
- **Stretched military**





ADAPTIVE PRINCIPLES FOR OPERATIONS AGAINST EXTRAREGIONAL POWER

- **Control access to the region.**
- **Change the nature of the conflict.**
- **Employ operational shielding.**
- **Control tempo.**
- **Neutralize technological overmatch.**
- **Cause politically unacceptable casualties.**
- **Allow no sanctuary.**



PARAMILITARY AND NONMILITARY

Paramilitary	Regular	Internal Security Forces	Government
	Irregular	Insurgents	Nongovernment
		Terrorists	
		Large-Scale Drug and Criminal Organizations	
		Private Security Organizations	
Nonmilitary	Noncombatant	Transnational Corporations	
		International Humanitarian Relief Organizations	
		Media	
		Drug and Criminal Elements	
		Other Civilians on the Battlefield (COBs)	



SUMMARY

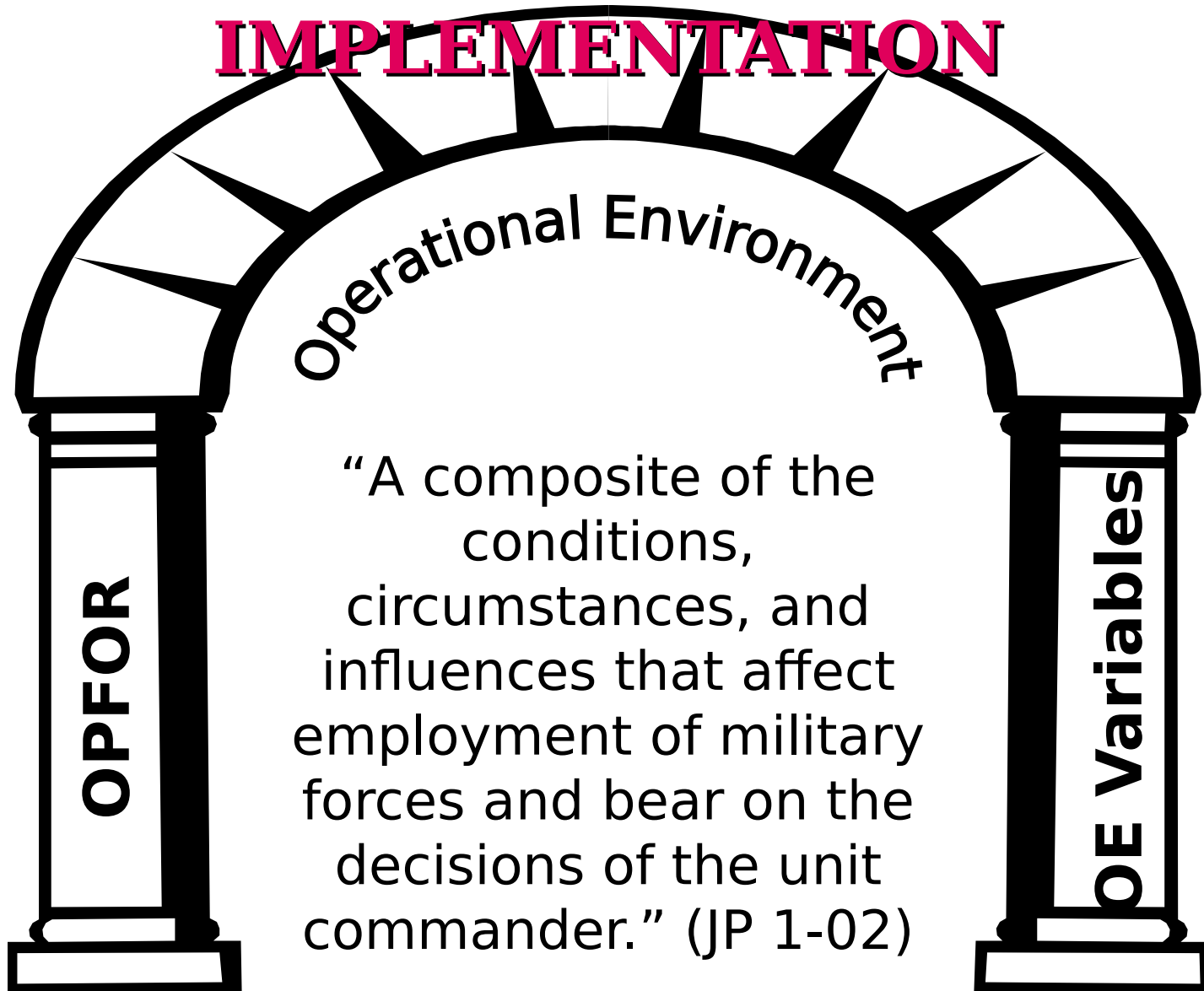
- **Baseline Doctrine for Contemporary OPFOR**
 - **Applicable to Entire Training Community**
 - **Allows Scenario Writers Flexibility**
- **Total Operational Environment**
 - **All Eleven Variables of the COE**
 - **All Instruments of Power**
 - **Adaptive Use of All Available Capabilities**
 - **To Fight and Win Against the US**



SUMMARY

- **Less Predictable OPFOR**
 - **Difficult to Template**
 - **Adapts to Different Situations**
- **Flexible, Thinking, Adaptive OPFOR**
 - **Initiative and Judgment**
 - **Lessons Learned**
- **OPFOR Doctrinal Framework**
 - **Will Meet Most Training Requirements**
 - **Will Continue to Evolve**

PILLARS OF COE IMPLEMENTATION





COE - THE TRAINING “CONDITION”

TASK	CONDITION	STANDARD
Mission Essential Tasks (From Army Universal Task List)	Contemporary Operational Environment (Live or Simulated)	Desired Training Outcome s



COE IN THE TRAINING ENVIRONMENT

- **COE variables are manifested in scenarios, curriculum, and POIs in a fashion sufficient to —**
 - **Provide realistic conditions and challenges.**
 - **Produce desired training outcomes and leader development goals.**
- **An OPFOR that—**
 - **Is equipped and organized according to a TRADOC DCSINT-approved OB.**
 - **Operates according to FM 7-100 doctrinal manuals.**



OPFOR FIELD MANUALS

- FM 7-100 OPFOR Doctrinal Framework and Strategy
- FM 7-100.1 OPFOR Operations
- FM 7-100.2 OPFOR Tactics
- FM 7-100.3 OPFOR: Paramilitary and Nonmilitary Organizations and Tactics
- FM 7-100.4 OPFOR Small Unit Tactics
- FM 7-100.5 OPFOR Organization Guide

TRADOC ADCSINT-Threats Collaboration Center on AKO

- FM 7-100.6 OPFOR: Worldwide Equipment



ARMY KNOWLEDGE COLLABORATION CENTER

 Army KCC Home

 Army Communities

 TRADOC

 DCSINT

 ADCSINT-FUTURES

 ADCSINT-Threats

 100.3 TSP

 Assessing the OE of Iraq

 COE Admin Force Structure

 FM 7-100 Series

 ST7-100BattleBook for COE

 TTT

 Terrorism

 World Wide Equipment



Questions?

TRADOC ADCSINT-Threats Collaboration Center on AKO